

~~CONFIDENTIAL~~

EXCOM-155-79

Approved For Release 2003/05/27 : CIA-RDP85-00988R000500060009-3

16 NOV 1979

MEMORANDUM FOR: Executive Committee Members

FROM : [REDACTED]  
Secretary, Executive Committee

SUBJECT : Minutes of Executive Committee Meeting,  
7 November 1979 [REDACTED]

1. The Executive Committee met on 7 November 1979 to review NFAC's work to date in identifying critical, long-range intelligence problems and suggesting mechanisms for tackling those problems. (Mr. Carlucci chaired the meeting; Messrs. Clarke, Dirks, McMahon, and Lipton were present; Mr. May represented Mr. Wortman; and Mr. Ware was not represented. Messrs. [REDACTED] and Huffstutler of NFAC also attended as observers.) [REDACTED]

2. Mr. Clarke highlighted the rationale for identifying critical, long-range intelligence problems and NFAC's efforts to date in this area. He noted his office directors' initial skepticism regarding this project, but said he would meet with them again next week to develop a new set of candidate problems and to consider how to proceed from there. He noted his preference for an approach other than the PCP model, and Mr. Carlucci suggested that the question of whether or not to adopt the PCP approach was not relevant to the problem at hand. [REDACTED]

3. Noting that he did not think NFAC had allocated enough resources to long-range problems to date, Mr. Dirks said that he was glad to see NFAC focusing on this important issue. He emphasized and Mr. Carlucci concurred in the importance of including the DDO and the DDS&T in this effort. Mr. Clarke suggested that 12-13 candidate problems would probably be more appropriate than two or three as suggested in Executive Committee guidance or NFAC's initial list of 35. He added, however, that NFAC had not yet developed the criteria for identifying critical, long-range problems. Mr. McMahon agreed that if the DDO were to put increased emphasis on collecting against such problems, the list of 35 would have to be refined considerably. Mr. Lipton suggested that NFAC should zero in on a few illustrative critical problems that differ from the ones being addressed today to determine what their impact would be on the Agency's organizational structure and its allocation of resources. Mr. Carlucci said that a manageable number of top-priority problems

Approved For Release 2003/05/27 : CIA-RDP85-00988R000500060009-3

should be considered and the intrinsic importance of those chosen would determine the amount of resources to be allocated to solving them. He noted that he had an open mind regarding an appropriate organizational structure for attacking these problems. [redacted]

25X

5X1 4. Mr. [redacted] traced NFAC's efforts in producing an initial list of 35 candidate long-range, critical intelligence problems. He acknowledged that NFAC was not yet ready to identify those problems against which the Agency should make a substantial resource investment. He therefore recommended that NFAC concentrate on developing a process to identify appropriate problems rather than on identifying the problems themselves. He suggested that after further consultation with NFAC office directors, two-three representatives from each production office could be selected to develop a target list of about a dozen problems, suggest the two-three problem groupings that warrant high-level attention, and, in conjunction with DDO and DDS&T, look for the common collection activities inherent in the problem set. Mr. Carlucci cautioned against prejudging the collection structure required to attack the target problems. Mr. Dirks emphasized the need for an institutionalized process to deal with a range of critical, long-term problems on an ongoing basis--a process that would require a continuing dialogue and more interaction among the directorates. He also cautioned against becoming discouraged by the apparent intractable nature of some intelligence problems. [redacted]

25X

5X1 5. Mr. Carlucci asked NFAC to intensify its efforts to identify candidate critical, long-range intelligence problems and to be prepared to zero in on two-three of them for the Committee to track how the intelligence process should work. He asked Mr. Clarke to report back to the Committee in January. [redacted]

6. Mr. Huffstutler briefed the Committee on NFAC's research program on Soviet Military Policies and Forces in the 1930's, a multidisciplinary effort that exemplifies the long-range research and production planning NFAC hopes to do in the future. Mr. Carlucci adjourned the meeting. [redacted]

25X

25X

5X1 cc: [redacted]

25X1

Approved For Release 2003/05/27 : CIA-RDP85-00988R000500060009-3

Approved For Release 2003/05/27 : CIA-RDP85-00988R000500060009-3